

## PM WORLD TODAY – MARCH 2008

### Editor's Perspective on the Current Issue

*By David L. Pells, Managing Editor*

Welcome to the March 2008 edition of ***PM World Today***. This is the third edition of Volume X, the ten year anniversary of *PM World Today* as an online publication. *PM World Today* was one of the first newsletters entirely published and delivered via the Internet and we continue our efforts to transform it into one of the world's leading monthly e-publications for project management. Nevertheless, *PM World Today* continues to evolve and grow, as this month's edition reflects.

Each month the Editor's Perspective on the Current Issue provides a short overview of the articles and contributions included in the current edition. This edition of *PM World Today* again contains articles, news, papers and stories from around the world of project management (PM), including several in Spanish. *PM World Today* is an educational resource for PM professionals. It is also a resource (and service) for PM experts, leaders and practitioners who want to share knowledge and gain more visibility in the PM world as authors and contributors.

This month's **Editorial** is entitled "*New Frontiers for Project Management - Nanotechnology.*" There are some industries that now offer "new frontiers" for projects and PM around the world. Some have been emerging slowly during the last ten years, but are now expanding rapidly due to other forces or converging influences. These new frontiers are also based on some significant emerging forces and trends in economics, technology, or society. Examples of these forces are climate change, nanotechnology, and the drive for future (alternative) energy sources, among others. Last month, we looked at Climate Change. In this month's editorial, we take a quick look at Nanotechnology and its implications for industries, projects and PM.

Two **Letters to the Editor** are included this month, both from students at Loughborough University in the UK. Both students are working on research projects associated with IT projects and are looking for participants. Please read these articles and consider supporting these two students by contacting them or clicking on their online surveys.

Two **Viewpoints** articles are included again this month. **Robert Prieto**, Senior Vice President of Fluor Corporation in the USA, has presented an important paper on the topic of "*Governance: Key to Successful Program Management Delivery.*" Mr. Prieto has addressed two critical topics in the same paper – program management and governance. According to Bob, "Program management in the engineering & construction industry represents a fundamental re-allocation of responsibilities and authorities between the traditional owner organization and an

engaged program manager.” In addition to his discussion of program management, Bob outlines “some of the governance features which are hallmarks of successful program management implementations.” Read this important article and send an email to me with your reaction.

**Morris Panner**, current CEO of OpenAir and former legal advisor in the US Embassy in Bogota, Colombia, has also provided a viewpoints article entitled “*The Strategic Project Manager*.” In his paper, Morris states “Strategically, the PM occupies key ground within the organization: the intersection between planning and fulfillment. From this vantage point, the PM has the best insight into which plans deliver the most bang for the buck – and which ones suck the lifeblood from the company, being far more bother than they’re worth.” Please let us know if you agree with Mr. Panner; send us an email.

Our **Featured Interview** this month is with **Felix Valdez**, instrumental professional leader in Perú, provided by our correspondent in Lima, Mr. **José Machicao**. Mr. Valdez was a charter member of the PMI Lima Perú Chapter and was its first President. He is currently a consultant and trainer in project management. He teaches post graduate courses in project management at the Pontificia Universidad Católica del Perú, and at the Universidad Peruana de Ciencias Aplicadas. Thanks to José, the interview is provided in both English and Spanish.

**Featured papers** are serious professional contributions to the PM literature or papers of significant interest. Some are highly entertaining as well.

This month we feature a paper by **Michel Thiry**, PMI Fellow who is also a popular speaker at international PM events, entitled “*Creating Project Based Organizations to Deliver Value*.” According to Michel, “Project-Based Organisations (PBO) are fast emerging as a serious trend, but many organisations still do not understand how to structure themselves to effectively create a strategic advantage from projects. PBOs need to be structured to create synergy between strategy, project, program and portfolio management and the project approach needs to both generate tangible value for the stakeholders and be sustainable.” We think this is an important addition to the PM literature and encourage all to read it thoroughly, and especially if your organization needs help.

**Kathleen Hass** is back with a featured paper entitled “*Managing Complex Projects is not a Simple Matter*.” According to Ms. Hass, “Key practices of traditional project management are based on the concept of reductionism, which holds that complex entities may be better understood by reducing them to their simpler constituents. For instance, a Work Breakdown Structure (WBS) ... While a “reductionist” model such as this one may work in physics to describe the interactions of subatomic particles, and even in project management for very simple undertakings, it just

does not work for complex projects." We think this topic may be worthy of debate, but please let us know your reaction in a Letter (email) to the editor.

**Mark Kozak-Holland** in Canada, frequent and popular contributor to *PM World Today*, is back with part 19 in his series on "*Winston Churchill, the Agile Project Manager*." Mark also uses "Lessons from History" to teach modern PM. His paper this month is entitled "*Creating Intelligence and Knowledge*." According to Mark, "As Churchill came to power in May 1940 he became aware of the secret establishment at Bletchley Park which collected and deciphered encrypted enemy communications (Enigma codes), under Stewart Menzies, the Director of Military Intelligence (MI6)." How Churchill used the Bletchley Park team proved decisive during the war, but how does that related to modern project management? This is another fascinating look back with lessons still to be learned!

The final featured paper this month is one "reported by" **Earl Glenwright**, well known American project scheduling and management expert who has worked on many major construction projects and in interesting locations during his 35 year career. His paper is entitled "*Contemporary Aspects of Critical Path Planning and Scheduling*." This is an important paper that deserves attention. Earl promises further explanation in a follow-on paper next month.

In **Personal Stories** this month, we include another short but entertaining article by **Ammar Mango** in Jordan, entitled "*It's a Network Diagram... No, it's a Workflow... No, it's a Monster!*" Ammar tells the story of an early assignment "to review a generic "network diagram" for a Fortune 100 company which they developed to be used as a template on their future product development projects." With over 3,000 "nodes", it turned out to be all he and they could handle. Read this story, then send us one of your own. Personal stories are intended to entertain and inform on a personal level – these are the human experiences of project managers and PM professionals.

In **Case Studies** this month, we include an essay by **Florin Gheorghiu** in Bucharest, Romania, entitled "*Starting a PMO from Scratch: A Challenge or Unbearable Burden?*" While not a case study in the academic sense, it is written by someone currently involved in developing a PMO, now with some personal and revealing opinions about both the need and the process. If you sense some frustration, that too is not uncommon. We thought this to be the best category for this essay and hope that it proves interesting and useful to others.

**PM Tips & Techniques** papers provide an opportunity for project management consultants, experts, trainers and companies to share helpful and practical suggestions for solving problems or addressing major PM issues. Seven such advisory papers are included in this issue.

**Andrea Nicholas**, a PM consultant in Texas, has provided an article entitled "*Maximizing Project Investment: Why Achieving Project Delivery Excellence is not Enough!*" This is an important reminder of the value of calculating the true cost of projects and the expected return on investment – providing the formulas for doing so. Andrea also reminds us that project finance and financial analysis are still important issues for project managers and project based organizations.

**Sue Freedman** and **Lothar Katz**, Ph.D., professors at the University of Texas at Dallas, are back with a paper entitled "*Mission Critical! Why the Kick-off is the Most Important Meeting in the Life of your International Project.*" Read this article for a discussion of the "four vital components" of international project kick-off meetings, and more. Professors Freedman (USA) and Katz (Germany) are the creators and primary instructors of *Managing Projects Across Borders™*, a series of workshops on Leading International Projects and International Project Organizations. This paper is the second in a series by Professors Freedman and Katz to be published in *PM World Today* during 2008.

**Germán Bernate**, President of the PMI Santafé de Bogotá Chapter in Bogotá, Colombia and an electronic engineer, has provided an article entitled "*Meetings and Meeting Sickness! How to Improve the Productivity of Your Project Team!*" Getting back to basics, Mr. Bernate provides some excellent advice and guidelines for planning and running successful project meetings. His discussion of "Worst Practices" is on target, highly charged, and entertaining. His paper is provided in both English and Spanish languages.

**Alfonso Bucero**, PMForum's correspondent in Madrid and CEO of Bucero PM Consulting, has provided an advisory article entitled "*The Project Leader's Credibility! How to improve this critical project management success factor!*" According to Alfonso, "Credibility foundation is built step by step during the PM career path. Credibility has a significant positive outcome on project and organizational performance!" Alfonso provides some good advice and perspective, based on real examples and his many years of experience. This article is also provided in both English and Spanish.

This month we include another article by **Michelle LaBrosse**, the talented writer and CEO of Cheetah Learning, entitled "*Personal Recovery: Using Project Management to Survive Personal Disaster.*" According to Ms. LaBrosse, "Life throws us all curve balls. From needing to care for someone you love to dealing with personal crises or emergencies, sometimes it can feel like life is spinning out of control. If you've been there before or you're there right now, here are a few ways that Project Management can help you to transform a disaster into a detour..." As always, Michelle's article is both educational and entertaining. Her article is distributed through Cheetah's Know How Network, in which *PM World Today* is included.

**Scott Whitney**, IT Manager for Journyx in Austin, Texas, has provided an entertaining and tongue-in-cheek article entitled "*How to Choose a Datacenter!*" According to Scott, "Following are the major points which you absolutely cannot ignore if you hope to be successful. I wish I had this article when I was going about my business. Here, I hope to provide, in no particular order, a definitive list of investigation points that should lead you to the best collocation provider for your needs in your area." The article is full of good advice, based on Scott's (and Journyx's) recent experiences with these issues.

J. **Ajith Kumar**, Indian chemical engineer currently Project Services Manager for WorleyParsons in Oman, is back with another article entitled simply "*Motivating Managers.*" According to Ajith, "Motivation and performance being so closely related the real managerial qualities of any manager is directly dependent on the quality of motivation he has received or undergone." Mr. Kumar discusses progressive motivation and Krishnaic Motivation, suggesting "What is lacking in every one of our motivational schemes is the spiritual element that will take care of those who are already at the pinnacle of their motivational status." He describes "Krishnaic Motivation" as a possible solution. We will welcome feedback on this article as well.

**Second Editions** are articles and papers that have been previously published, but which we think are worth republishing in *PM World Today*. In some cases, they have been published elsewhere in the world in another language, but not yet in English. In other cases these might be papers published some time ago that continue to resonate or have lasting educational value. In every case, republication is approved by the author and, as appropriate, the original publisher.

This month we bring to you a second paper by **Patrick Weaver** in Australia entitled "*The Origins of Modern Project Management*". This paper was originally presented at the Fourth Annual PMI College of Scheduling Conference, CPM Turns 50 – A Birthday Celebration, held during 15-18 April 2007 in Vancouver, British Columbia, Canada. This is the second paper published by Mr. Weaver that we think contains important historical information that PM professionals should be aware of. This is a long paper but a very good read, full of historical stuff! We highly recommend it and thank Pat for sharing this major paper with *PM World Today* readers.

We are also happy to share a paper by **Yamal Chamoun**, President of ESCALA and a well-known PM leader in Monterrey, Mexico, entitled "*Proven and Practical Focus to Program Success in Real Estate Developments*". According to Mr. Chamoun, "In an industry in which growth has beaten out the consolidation of businesses, there is a project management culture focused on the supervision of the construction, when the focus should be directed towards the entire integration process of the development... In the scope of residential developments there are several important factors to manage which can mean the success or failure of a development. We need to consider and integrate the financial, legal, fiscal, market, commercial, technical (design-construction) and customer services analyses." Read this paper

for good advice, especially if you are involved in commercial real estate projects. Originally published in Mexico in *Inmobiliare Magazzine*, the paper is presented here in both Spanish and English.

Four **Book Reviews** are included this month. These book reviews are provided through a cooperative program between PMForum and the University of Texas at Dallas. (PMForum provides the books, graduate students receive the books and provide a review; we publish the book reviews in *PM World Today*.)

This month **Earl Crisp** has provided a review of "*Professional Project Management: The Guide*", a book authored by **Yamal Chamoun** and published in 2006 in Spanish and English by McGraw-Hill/Interamericana Editores, S.A. in Mexico. **Donald Hammons** has reviewed "*The Six Dimensions of Project Management*", a book by **Michael Dobson** and **Heidi Feikert**, published in 2007 by Management Concepts in the USA. **Ronda Hayes** has provided a review of "*Professionalizing Business Analysis: Breaking the Cycle of Challenged Projects*", a book by **Kathleen B. Hass** and published in 2008 by Management Concepts. **Mei-min Peng** has provided a review of "*Applied Software Project Management*", a book by **Andrew Stellman** and **Jennifer Greene** and published by O'Reilly Media in the USA in 2005.

**Crisp, Hammons, Hayes** and **Peng** are working professionals and either enrolled in or alumni of the Graduate Program in Project Management at the University of Texas at Dallas. Please take a look at these book reviews, prepared by serious professionals who are also serious about project management.

**Regional Reports** is the section of *PM World Today* where reports from International Correspondents around the world are published each month. These include updates on local PM activities and events, discussions of local conditions that affect projects and PM, and personal experiences or perspectives. These reports provide a snapshot and multi-cultural flavor of project management around the world. For us at PMForum and *PM World Today*, this is one of the most interesting aspects of the monthly production process, to see what's happening and what is reported by these active and motivated PM professionals. We hope you also find their reports interesting and educational.

Seven reports are included this month from correspondents in Ecuador, Peru, South Africa, Spain, the UAE, UK and USA.

**Irwin José Franco** in Ecuador has provided a report "*News from Ecuador*" in which he discusses recent flooding in the country and resulting disasters. He also discusses two major hydro-electric projects in Ecuador, the Hydroelectric Project Toachi-Pilatón and the Hydroelectric Project Coca Codo Sinclair. These are both massive engineering and construction projects that will go a long way in supplying power to Ecuador in coming years. His report is provided in both Spanish and English.

**José Machicao** in Lima has provided an updated on projects and project management in Peru. His report is entitled "*Project Management News from Peru*" and discusses "news from the public sector" and from several projects, including the recent Davis Cup tennis matches. José reminds us of the work and projects remaining related to the Earthquake there one year ago. Please see his report in both Spanish and English.

**Jaycee Krüger** in South Africa has provided another interesting report in "*Project Management News from South Africa*." Jaycee's report includes News from PM Professional Organizations (PMI-SA and PMSA) operating in South Africa. According to Jaycee, "The Construction Sector Education and Training Authority (CETA) approached PMSA to assist with the addressing of the critical skills shortages experienced in the construction industry." Jaycee also mentions preparations underway for the 2010 World Cup, a massive program (with hundreds of projects) to host the world's most popular football tournament (in just two years time.) See his report for details.

**Alfonso Bucero** in Madrid has provided a "Report from Spain" in which he updates us on PM profession news, how "AEIPRO supports the Young Engineers in Project Management" and "The Architect's Opinion about the Project Management Evolution." In the latter section, Alfonso draws on an interview with **Gabriel Allende**, Spanish architect, who believes that the Project management culture has changed a lot in the last decade. This is interesting perspective from the Spanish capital. Alfonso's report is included here in both Spanish and English.

**Miles Shepherd** in his "*UK Project Management Roundup*" reports "Hard Times Ahead for Project Managers", based on a recent report by PM3 Consulting, a UK-based project management placement firm. Miles also mentions two upcoming PM training events sponsored by *Project Manager Today* magazine and an important "Governance of Change" seminar in April sponsored by APM. This is a busy time for PM professionals in the UK. Please see Miles' report for the latest news.

**Mounir Ajam** in the UAE has provided a short report on professional activities and a few big projects in Dubai this month. According to Mounir, "The Global Project & Process Management Association (GPPMA) registration papers have been submitted to the authorities and everything is set to finalize the registration in March of this year. Although GPPMA has not been fully registered yet, it has conducted its third monthly event on 25 February 2008." Please see his report for an update on this new organization and the PM profession in Dubai.

**Carol Dekkers** in Florida, USA, has provided a report on the software and technology events she participated in during the last few months and provides some of her lessons learned. Carol is a specialist in software development, metrics and IT project management, speaks at conferences worldwide, and has shared

some of her thoughts and adventures (including a few photos). Please see her interesting and personal report this month.

The balance of this month's ***PM World Today*** features calls for papers, announcements of future events, news, information and stories related to people, projects and project management around the world. Please review the articles in PM Community News where people are featured, and the Future Events section where important announcements about upcoming PM conferences are presented. We hope all of these stories are interesting and informative.

We want to welcome Professor **John-Paris Pantouvakis** in Athens, Greece, who has joined the International Editorial Advisory Council for PMForum and *PM World Today* in February. John-Paris Pantouvakis, PhD, is a tenured assistant professor of Construction Management in the Department of Construction Engineering and Management, Faculty of Civil Engineering, at the National Technical University of Athens (NTAU). He is also an Adjunct Lecturer at Aristotle University of Thessalonika and at the Hellenic Open University. He is also director of the Centre for Construction Innovation at NTUA, Founder and President of the Network of Project Managers in Greece (PM-Greece), and the Chair of the PM-04 – 4<sup>th</sup> SCPM & 1<sup>st</sup> IPMA/MedNet – Project Management Conference to be held in Chios, Greece during May 29-31, 2008. (Information at <http://2008.pmgreece.gr>). We are honored to have him join our advisory program. Please see the article in the PM Community News in this edition.

We also want to welcome **Alfonso Bucero** and **Michel Thiry** who joined the PM Ambassadors™ Speakers Bureau in February. Alfonso is founder and Managing Partner of BUCERO PM Consulting and a well known PMI leader in Europe (recently elected President of the PMI Madrid Chapter). Formerly the office manager in Spain for the International Institute for Learning (IIL), Alfonso was a Senior Project Manager at Hewlett-Packard Spain (Madrid Office) for thirteen years. Also an International Correspondent for PMForum in Spain, Mr. Bucero works in and consults from Madrid, Spain. Based in London, UK, Michel is a Fellow of both APM and PMI and a globally-recognized thought leader in project management. With over 30 years of professional experience, Michel advises organizations and speaks on project-based organizations at events worldwide. Managing Partner of Valense Ltd., Michel is recognized as a worldwide authority on strategic applications of project, program and value management and has supported the development and implementation of a number of strategic programs for large multinational organizations. Please read the articles announcing their participation in the PM Community News section of this edition.

We want to welcome a new sponsor, **ESC Lille** in France, and thank our continuing sponsors this month, which include the **IPMA, Journyx, Keller Graduate School of Management, The Graduate Program in Project Management at the University of Texas at Dallas, and Threon Group**. Please click on their logos

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Good luck with your projects!

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Managing Editor



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